



City View

SUMMER 2017

Looking Ahead – Key Initiatives for the Coming Year



Affordable Housing Picking Up the Pace

Affordable housing continues to be a primary concern in the community and is a key City priority. The City supports the diversity of the community by offering a wide range of housing programs to meet the needs of very low, low, moderate, and middle-income residents, and is committed to ensuring high quality housing will remain affordable for future generations.

Cambridge's financial commitment to affordable housing is unparalleled in the Commonwealth of Massachusetts. Since the adoption of the Community Preservation Act (CPA) in 2001, the City has committed more than \$134 million to the Affordable Housing Trust, which has helped create or preserve more than 1,700 affordable units. For the first time since adoption of the CPA, the City budget also includes \$2.8 million in capital funds to be appropriated to the Affordable Housing Trust.

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City Manager's Message

Getting residents more engaged in local government, particularly around finance, has been a priority of mine.



Every year, Participatory Budgeting brings out thousands of residents to brainstorm and vote for creative capital projects to improve Cambridge.

Earlier this year, the City held its first minibond sale – a more affordable type of municipal bond – to encourage residents to directly invest in Cambridge infrastructure. Interest on minibonds will be paid to investors semiannually. The City will use the proceeds to fund capital projects such as school building renovations, municipal facility upgrades, and implementation of our Complete Streets plan.

As City Manager, one of my key responsibilities is to prepare the City's annual Operating and Capital Budgets and in April, I was proud to submit my first budget to the City Council, residents, and taxpayers. I want to thank the Council for their leadership during the budget process; many of the new initiatives and staff positions contained in the FY18 Budget are a direct result of the City Council's collective feedback.

This year's budget contains many new and expanding initiatives. For example:

- For the first time, a \$2.8 million capital

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allocation funded by Building Permit revenue is going to support the City's Affordable Housing Trust.

- We are investing \$1 million for additional bicycle infrastructure throughout the City.
- Our successful Curbside Organics program is going to be rolled out citywide and we are offering an array of programs and direct services to keep our business districts vibrant, including offering recycling for local businesses.
- The Pay-By-Phone parking program will expand citywide and the City will begin piloting Smart Meter technology.
- Building on our Early Childhood efforts, the City is providing an additional \$1 million to support early learning opportunities through the Birth to Third Grade Partnership.
- The City's Safe Routes to School program, which teaches pedestrian and bicycle safety to 2nd grade students, will be expanded to all 12 elementary schools and will include a fleet of 30 bicycles that will be used for hands-on training.
- We are providing \$250,000 in



funding for a winter warming center designed to help individuals who are homeless in Cambridge to stay safe and warm overnight during the winter.

We are adding 27 full-time positions to provide appropriate support for the growth in City programs. I believe that the initiatives and spending priorities recommended in the FY18 Budget reflect not only the goals of the City Council, but also the priorities of the residents and taxpayers of Cambridge. Our effective short and long-term financial, economic, and programmatic planning strategies will help ensure that Cambridge can continue to provide the level of services that residents desire while maintaining the modest tax implications taxpayers have come to expect.

Finally, I believe welcoming diverse and varied opinions serves the City well and allows us to make solid decisions and achieve innovative progress. To maintain my community connection throughout the year, I have established a City Manager's Advisory Committee, comprised of 16 community members, that meets quarterly to discuss community issues and assist me in developing potential solutions.

I want to encourage residents interested in serving their community to consider applying to serve on one of our many boards and commissions. Serving is a great opportunity to be a part of your local government. You can learn about current vacancies at cambridge.gov/apply.

Sincerely,

Louis DePasquale

Louis DePasquale

Affordable Housing continued from cover

This amount will supplement CPA funds committed to the Trust and allow the City to advance an ambitious set of efforts now underway, such as planning for the preservation of affordability at the 504-unit Fresh Pond Apartments.

With the City Council's recent adoption of amendments to the City's Inclusionary Housing provisions, implementation of important changes will continue over the next year. Under the new provisions, developments of 10 or more units will be required to allocate 20% of residential floor area for low and moderate income tenants or moderate and middle income homebuyers. To preserve options for families, creation of three-bedroom units in the affordable component is required in larger developments. Inclusionary housing is a significant component of Cambridge's affordable housing stock and the City will soon pass the 1,000-unit milestone for homes created through this key policy strategy.

For more information visit cambridge.gov/housing.

BUSINESS DISTRICTS – Building Vitality Where Neighbors Converge

The health and livability of our city is reflected in its business districts, where the full spectrum of residents, employees, and visitors cross paths to shop, work, eat, and enjoy Cambridge's many cultural and recreational offerings. Current market pressures have brought challenges to local, independent businesses. However, by offering a mix of



structured programs and direct assistance, the City seeks to keep business districts vigorous and accessible.

The City will begin to implement recommendations resulting from our work with a retail strategy consultant to develop best practice policies and programs to support and enhance the ground level active use and retail environment in Cambridge. The City will also expand the Small Business Challenge, piloted earlier this year, to provide one-time grants for projects proposed by businesses to invigorate commercial areas and business districts.

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While a changing environment calls for adaptation and creativity, the City's commitment to a thriving local economy and independent business success holds strong. In fact, Cambridge's highly successful Storefront Improvement Program was recognized as a Semifinalist for the Harvard Kennedy School Ash Center's 2017 Innovations in American Government Awards, which recognizes and promotes excellence and creativity.

For more information on the City's economic development efforts, visit cambridgema.gov/business.

Envision Cambridge



The City recently completed the first phase of Envision Cambridge, a comprehensive planning process to create a shared vision and develop actionable recommendations to guide future change.

Envision Cambridge identified six core values shared by the community:

- Livability
- Diversity and Equity
- Learning
- Community Health and Wellbeing
- Economic Opportunity
- Sustainability and Resilience

The vision and core values will guide the development of goals and recommendations to ensure the plan is responsive to the City's needs and priorities.

The second phase of Envision Cambridge, now in progress, is a public conversation about how to guide future change and consider the options involved. This work will lead to recommendations for six key focus areas – housing, economy, climate and the environment, mobility, urban form, and community interaction. City staff will continue to work with a community advisory committee, focus area working groups, and an interdisciplinary consultant team to engage the public through a wide range of outreach approaches, including workshops, focus groups, street team activities, and surveys.

Over the next year, the City expects to complete phase two and initiate the final stage of developing actionable recommendations. Draft recommendations for the Alewife focus area component of Envision Cambridge will be completed in the next several months. Learn more about Envision Cambridge at envision.cambridgema.gov.

TRANSPORTATION SAFETY – Vision Zero and Complete Streets



Vision Zero calls for the elimination of all traffic fatalities and severe injuries, while increasing safe, healthy, and equitable mobility for all. Following the City Council's adoption of Vision Zero, the City began development of a detailed action plan to accelerate the beneficial impact of existing City practices, such as the Complete Streets program. Through this work, city streets are designed and operated to enable safe access for all users – regardless of age, ability, or mode of transportation.

The City has made significant financial commitments to support these initiatives across Cambridge. Some highlights include:

- \$6 million for safety improvements for all users of Inman Square, including enhancements to open space.
- \$1 million per year in new bond funding for bicycle infrastructure projects.
- \$525,000 in specialized equipment for Public Works to support snow clearance on sidewalks and in bike lanes.
- \$400,000 in Complete Streets funding from the Massachusetts Department of Transportation for sidewalks and bicycle parking.
- \$350,000 increase in Traffic, Parking & Transportation's operating budget for Vision Zero projects, including \$300,000 to design and implement separated bicycle lanes and bus priority improvements, and \$50,000 for Vision Zero outreach.
- \$300,000 for traffic calming, including a raised crossing on Amory Street near the Robert Paine Square Playground.
- \$250,000 for curb extension bus stops on Green Street at Pearl Street and 8 locations on Huron Avenue.
- \$200,000 for a two-way bicycle connection to the Kennedy Longfellow School on Fulkerson Street.

In addition, a Vision Zero Advisory Committee made up of Cambridge residents, advocates, and representatives of local institutions has been formed to advise the City on Vision Zero initiatives. Learn more at cambridgema.gov/visionzero.

Fostering STEAM Learning

The City's Science, Technology, Engineering, Art, and Math (STEAM) Initiative is working to coordinate and expand STEAM learning experiences to ensure that students, particularly underrepresented youth, can develop the knowledge and skills necessary to be successful citizens in a rapidly changing world and access the STEAM careers driving our local and regional economies. The initiative brings together the City's Department of Human Services Programs, the public schools,

community-based organizations, higher education and business partners, to build a system that fosters equity and access so all students can participate in quality STEAM learning experiences. Engaging families in neighborhood-based STEAM events with fun, hands-on activities is one of many strategies to foster awareness of the importance of STEAM literacy and connect families to programs and opportunities.

The Cambridge Public Library (CPL) is also fostering and making available STEAM learning for all Cambridge residents. As part of its efforts, CPL will be piloting a 3-D modeling curriculum for teens in partnership with the Rotary Club, Friends of the



Cambridge Public Library, area schools and InnovatorsforPurpose. Find out about the City's STEAM activities at finditcambridge.org.

Investing in Early Childhood Programs



As part of our commitment to building a comprehensive early childhood system, the City is investing an additional \$1 million, for a total of \$2.3 million, for the Birth to Grade 3 partnership. Last year, the City Manager's Early Childhood Task Force report, *Starting Early, Addressing the Opportunity and Achievement Gap in Cambridge*, laid out a vision and guiding principles for developing an easily accessed, coherent system of affordable high quality early education and care beginning with prenatal care and extending through third grade.

A collaboration between key stakeholders is developing a pilot scholarship program promoting access to high quality community programs for 3- and 4-year olds from low income families, as well as an intensive quality improvement system designed to help community preschool programs increase their quality and subsequent rating scores. Work also continues on enhancing transitions between early childhood programs and Cambridge Public Schools.

Families of young children have access to increased support through development and roll out of the Find It Cambridge website (FindItCambridge.org), expansion of fatherhood services, more workshops for families on various topics, and new parent-child early learning opportunities.

Supporting Immigrant Residents

Since its formation in September 2016, the City's Commission on Immigrant Rights and Citizenship's (CIRC) initial focus has been developing a Needs Assessment to identify the priority needs of Cambridge resident immigrants. The 11 Commissioners who were appointed to CIRC reflect a range of personal immigrant experiences and/or a lifetime of work in immigrant serving organizations.



Upon completion of the assessment in early summer, the results will help guide the work and efforts of the Commission going forward.

The City is hiring a new Outreach and Referral Specialist, who will provide outreach to Cambridge's resident immigrant communities, and help connect them to local and regional services and supports. Additionally, CIRC will be developing a free monthly Legal Screening Clinic for immigration issues, similar to the popular model used by the Boston Mayor's Office of Immigrant Advancement.

A Sanctuary City, Cambridge will continue to support and promote the safety, health, and well-being of all our residents, regardless of immigration status. For more information, call 671-349-4396.

HOMELESS ENGAGEMENT & OUTREACH

Cambridge has three new initiatives that demonstrate its support of the most vulnerable members of our community. The City's **Multi-Disciplinary Homeless Street Outreach Team** works to identify and engage with high risk individuals with low levels of service utilization to monitor the wellbeing of these individuals and intervene before a crisis occurs. The City is also budgeting \$250,000 for a **winter warming center** to help homeless individuals in Cambridge who are not accessing the shelter system. The center will provide individuals with a hot meal and a place to stay safe and warm overnight. This project aligns with the City's new **Coordinated Access Network**, which uses a standardized assessment to target housing resources for highly vulnerable homeless clients. While long-term solutions to addressing homelessness need a regional approach, Cambridge is committed to continuing its work to assist this vulnerable population.

BUILDING OCCUPATIONAL SKILLS



In addition to serving hundreds of adult learners in its many English for Speakers of Other Languages (ESOL) and basic education classes, the Community Learning Center (CLC) received grant funding to support three new programs focused on building occupational

skills of students to increase their employability and earning potential. CLC and MIT's Division of Comparative Medicine are working together to offer a new workplace ESOL class for animal care technicians. This course supports students in acquiring English language skills

and in developing their academic and study skills in preparation for the first level of the American Association for Laboratory Animal Science certification exam. The CLC is also partnering with the Academy for Healthcare Training to offer Home Health Aide/Certified Nurse Assistant training

integrated with ESOL. All graduates of the first training cycle passed the state exam and many were offered positions and are beginning their careers in health care at Spaulding Hospital Cambridge. Learn more at cambridgema.gov/clc.

Community Investment

Municipal Facilities Master Plan

The City's Municipal Facilities Improvement Project (MFIP) will provide and maintain high-performance buildings for staff and the public. The City is allocating \$27 million in MFIP funding over the next five years, building upon the \$12.5 million invested so far.

MFIP includes evaluation and prioritization of 43 buildings for capital improvements in areas such as accessibility, climate resilience, energy use and environmental comfort, fire and life safety, and HVAC systems. Initial priority projects include design of City Hall Annex accessibility improvements, 12kW photovoltaic array at the Citywide Senior Center, and the 175kW Kennedy Longfellow School photovoltaic array. Over the next year, MFIP projects range from the replacement of the Main Library HVAC cooling towers to recommended fire safety, energy conservation and accessibility upgrades at multiple locations.

The MFIP will establish a long-term facilities capital plan, as well as support the establishment of a 2030 Municipal Greenhouse Gas Reduction Goal.

The Port Project

Over the next five years, the City will invest over \$35M on sewer, drainage, water, street, and sidewalk improvements in The Port.



To significantly reduce the frequency of future flooding, the City will construct two underground stormwater storage tanks to capture stormwater during rain events. This stormwater will be pumped from The Port to the Charles River, via a storm pipe along Massachusetts Avenue.

Initial construction in The Port includes building a stormwater tank in Parking Lot 6 (PL-6) on Bishop Allen Drive, likely to begin in spring 2018. Future construction includes installation of a second stormwater storage tank, along with roadway and sidewalk improvements. Extensive community engagement and public

information programs will be part of all aspects of this project.

This neighborhood has experienced significant flooding in the past. Particularly at risk are those properties with basement spaces and first levels at a lower elevation. The City's assessment on climate change vulnerability has shown the risk of flooding is increasing over time, as the impacts of climate change lead to more

frequent and intense rainfall events. While change remains an inevitable process, infrastructure projects like The Port will decrease future flooding risks.

As part of the project, \$300,000 of art funds are being used for a special one-time grant program entitled "FLOW: A Grant Program for The Port" and projects will be implemented between 2017 and 2021.

For project updates, visit cambridgema.gov/theportproject.

Commitment to Sustainability

The City recently completed Part II of its first Climate Change Vulnerability Assessment and work on Cambridge's Climate Change Preparedness and Resilience (CCPR) Plan has begun. The science-based assessment studied the risks of increasing temperatures, precipitation, and sea level, and how they might impact Cambridge in 2030 and 2070. Extensive modeling was undertaken to understand future climate risks, and the CCPR plan will recommend strategies at the building, neighborhood, citywide, and regional scales to increase Cambridge's preparedness and resilience in terms of public health and safety,

buildings and infrastructure, the economy, and regional systems. The full plan, which is being coordinated with the Envision Cambridge process, is scheduled to be completed by the end of the next fiscal year. Cambridge is also collaborating on climate change issues regionally through the 14-member Metro Mayors Climate Change Preparedness Task Force.

The public will soon be able to track the progress of greenhouse gas reduction and the City's other climate goals through a web-based Sustainability Dashboard. Launching at the end of June, the dashboard will draw on extensive data to provide a high level, intuitive, and easily digestible overview for the public to understand the impact of long term City sustainability efforts. For more information visit cambridgema.gov/climate.

Zero Waste Master Plan



Did you know that approximately 40% of Cambridge's trash is food waste and other compostables?

Because a citywide curbside organics collection program has the potential to substantially reduce waste, Public Works plans to expand the program for curbside pickup of food scraps

(currently underway for 5,200 households) citywide this year, and will hire four new employees to support this effort. The City will also extend recycling services to local businesses. To guide the City's recycling, compost, and trash programs in a more coordinated, strategic fashion, Cambridge is developing a Zero Waste Master Plan. The overall goal of this plan is to help Cambridge reduce trash by 30% by 2020 and 80% by 2050, with 2008 as the baseline. As of 2016, Cambridge had reduced its weekly household trash by 23%.

Currently, the Zero Waste Master Plan is focusing on modelling our current system and developing recommendations related to the collection and processing of organics, and the effects of an expanded organics program on our waste reduction goals.

Urban Forestry

The City's commitment to maintaining a healthy urban forest has been recognized by the Arbor Day Foundation, which recently awarded Cambridge the Tree City USA award for the 24th consecutive year, as well as its more prestigious Growth Award for the 9th consecutive year.

The City will build upon its recent efforts that created an Urban Forest Management Plan and modified the City's tree planting specification and warranty period, by hiring an additional senior staff member within the Department of Public Works to support and expand urban forestry programs.



This spring, the City held its first "Tree Week" with events that celebrated Cambridge's urban forest and educated residents and students about the benefits of the over 19,000 public trees in our community. The Department of Public Works has launched a new "Adopt-A-Tree" Program with an interactive online tool residents can use to adopt public trees, committing to water them and tend to their tree pits, in an effort to help us keep our urban forest vibrant and healthy. For more information, visit cambridgema.gov/AdoptATree.

Leaf Blowers and Noise

Cambridge has a City Ordinance governing leaf blower use (Cambridge Municipal Code Section 8.16.081). This Ordinance designates specific dates and times when leaf blowers may and may not be used and sets operational requirements to help balance the benefits and drawbacks

of leaf blower use. The License Commission will hire a part-time investigator to enforce the Ordinance. Learn more about the Ordinance and the Rules and Regulations of leaf blowers at cambridgema.gov/license.

Leaf Blowers Permitted:

March 15 – June 15
Sept. 15 – Dec. 31
Hours of Use:
Monday – Friday: 8 a.m. – 5 p.m.
Saturday: 9 a.m. – 5 p.m.
Restricted Hours on City Holidays.

JUNE

Cambridge River Festival

Saturday, June 3, Noon-6pm

East Cambridge waterfront along Cambridge Parkway between Edwin H. Land Blvd and

Lechmere Canal. Live music stages, visual arts, theatrical and dance performances, family entertainment, art-making, crafts and international food! Presented by Cambridge Arts Council. cambridgeartscouncil.org

Open Archives Tours

June 19-22

A rare chance to go behind the scenes at archives and repositories in Cambridge.

cambridgema.gov/historic

City Dance Party

Friday, June 30, 7-11pm

Dance in the street in front of City Hall at this lively event for the entire Cambridge community.

cambridgema.gov/DanceParty

JULY/AUGUST

Danehy Park Concert Series

Tuesdays, July 11-August 8, 6-8pm

Free, family-friendly, live music

Cambridgema.gov/dhsp

Screen on the Green

July-August, Wednesdays, 7pm

Enjoy a movie theater size screen, jugglers, clowns, music and magicians.

cambridgema.gov/dhsp

Summer in the City

July-August (dates and times vary)

Cambridge Arts Council produces an array of multicultural and interactive performances throughout the City's parks and public spaces featuring dance, music, storytellers, theater and puppetry for children ages 4-11.

cambridgeartscouncil.org

Taste of Cambridge

Tuesday, July 11

5:30-8:30pm

Canal Park, East Cambridge

More information or to purchase tickets:

tasteofcambridge.com

SEPTEMBER

PARK(ing) Day

Friday, September 15, 8am-6pm

Annual event encouraging citizens to transform metered parking spots into temporary public parks.

cambridgema.gov/parkingday

Danehy Park Family Day

Saturday, September 16, 11am-4pm

Amusement rides, roving performers, children's stage. Free hot dogs, chips, drinks.

cambridgema.gov/Danehy

Cambridge Discovery Day

Saturday, September 16

Explore Cambridge during free tours and events presented by experienced guides.

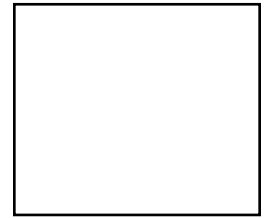
cambridgema.gov/historic

Above list is a sample of events in Cambridge this summer.





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City Manager Louis A. DePasquale

Deputy City Manager Lisa C. Peterson

2016-17 City Council:

Mayor E. Denise Simmons

Vice Mayor Marc C. McGovern

Councillor Dennis J. Carlone

Councillor Leland Cheung

Councillor Jan Devereux

Councillor Craig A. Kelley

Councillor David P. Maher

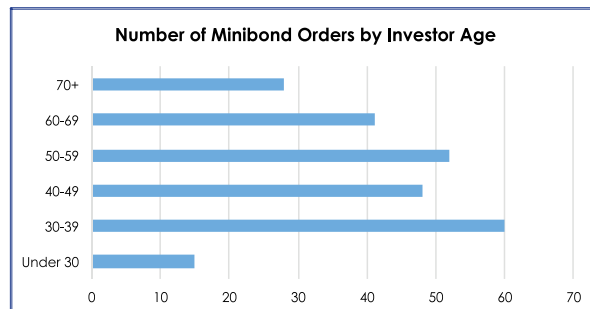
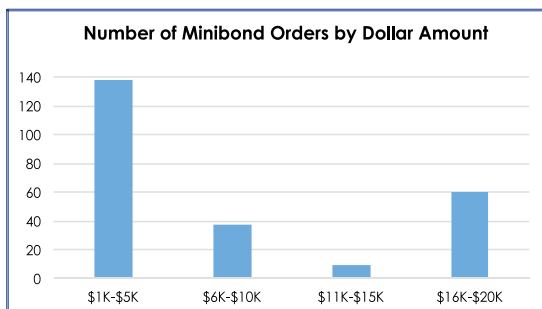
Councillor Nadeem A. Mazen

Councillor Timothy J. Toomey, Jr.

Cambridge Minibonds

In February, the City held its first minibond sale to encourage residents to directly invest in Cambridge infrastructure.

Residents purchased minibonds in denominations of \$1,000 for a maximum total investment of \$20,000, and the \$2 million in minibonds sold out in six days with 244 residents submitting orders. The City will use proceeds from the minibond issuance to support capital projects such as school building renovations, municipal facility upgrades, and the Complete Streets plan. Interested in purchasing Cambridge minibonds? Learn more at minibonds.cambridgema.gov.



Participatory Budgeting is Back!

RESIDENTS INVITED TO SUBMIT PROJECT IDEAS ON HOW TO SPEND \$800K TO IMPROVE CAMBRIDGE

Project ideas can be submitted from June 1 - July 31, 2017 and voting will be held in December.

To learn more or get involved, visit pb.cambridgema.gov or contact the Budget Office at 617-349-4270 or pb@cambridgema.gov.



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